



# President's Management Agenda DEPARTMENT OF COMMERCE

Initiative:	CURRENT STATUS (As of June 30, 2006)		PROGRESS Third Quarter, FY 2006	COMMENTS
<p><b>HUMAN CAPITAL</b></p> <p><b>DOC Lead:</b></p> <p>Otto J. Wolff</p> <p>Deborah A. Jefferson</p> <p><b>Lead RMO Examiner:</b></p> <p>Robert H. Alderfer</p> <p><b>OPM HC Officer:</b></p> <p>Jill E. Rajae</p>	<p><b>Comprehensive human capital plan</b></p> <p>X developed, etc. <u>Q3/02</u></p> <p>X results analyzed &amp; used <u>Q3/03</u></p> <p><b>Organizational structures</b></p> <p>X current structure analyzed and restructuring begun <u>Q3/02</u></p> <p>X structure optimized &amp; addressing future challenges <u>Q4/04</u></p> <p><b>Succession strategies</b></p> <p>X implemented <u>Q2/03</u></p> <p>X continuously updated talent pool assured <u>Q4/03</u></p> <p><b>Performance appraisal plans adhere to merit system principles, etc.</b></p> <p>X SES &amp; mgrs. <u>Q1/03</u></p> <p>60%+ of agency beta site completed</p> <p><b>Under representation</b></p> <p>X implemented strategies to address <u>Q3/03</u></p> <p>X reduced &amp; established process to sustain diversity <u>Q4/04</u></p> <p><b>Skill gaps</b></p> <p>X workforce planning system implemented <u>Q3/03</u></p> <p>X identify and set competency targets <u>Q4/05</u></p> <p>X significant reduction in mission critical gaps <u>Q1/05</u></p> <p>met competency gap targets (ongoing)</p> <p><b>Hiring timelines reduced</b></p> <p>X collects data &amp; sets standard <u>Q1/04</u></p> <p>X on track to meet goals <u>Q1/05</u></p> <p><b>Accountability system and reviews</b></p> <p>X system developed <u>Q4/02</u></p> <p>X conducts reviews and takes corrective action <u>Q3/03</u></p> <p>provided annual report</p>	 Yellow   Green	<p><u>Actions taken this quarter:</u></p> <ul style="list-style-type: none"> <li>Assessed hiring timeframes and implemented plan of action to reduce.</li> <li>Conducted training for supervisors and managers on dealing with poor performing employees.</li> <li>Measured results in closing competency gaps within occupation classifications, leadership, and IT, and continued to set targets.</li> <li>Conducted gap analysis and provided report and improvement plan for closing HR competency gaps.</li> <li>Demonstrated readiness to identify and resolve human capital management problems through reporting and assessing results of accountability activities.</li> <li>Completed Q3 milestones for IT Workforce Plan.</li> </ul> <p><u>Planned actions for next quarter:</u></p> <ul style="list-style-type: none"> <li>Conduct two accountability audits of human capital programs.</li> <li>Set targets and identify strategies for improving hiring processes.</li> <li>Set targets and begin to close competency gaps for HR, IT, MCOs, and leadership.</li> <li>Begin to implement HRM gap closure plan to close skill gaps.</li> <li>Identify expanded beta site and continue progress.</li> <li>Conduct Department-wide performance management training for managers, supervisors, and staff.</li> </ul>	<ul style="list-style-type: none"> <li>Commerce continues to implement the new Department-wide multi-tier performance appraisal system. The new system has been launched in BIS, ESA, ITA, MBDA, NIST, NTIA, NTIS, and the Office of the Secretary. Census headquarters has successfully completed the collective bargaining process and NOAA continues to make progress in the collective bargaining process in order to implement a multi-tier system across 60% of the Department's FTEs by October 2006.</li> <li>An employee at NOAA is featured in the "OPM Recruitment Showcase" (a series of ads running in various areas of the country highlighting some of the exciting careers available in the Federal Government).</li> <li>PTO's use of nontraditional working arrangements between employer and employee to support the 21<sup>st</sup> Century approach to attracting talent was highlighted at the OPM Career Patterns initiative forum.</li> <li>Commerce results for the implementation of the Federal Government-wide HRM Competency Survey includes a response rate of 92% (325 of 353 HR Specialists).</li> <li>Commerce met Proud to Be III goals and set key milestones and key results for Proud to Be IV.</li> </ul>



## President's Management Agenda - Human Capital Initiative

### Requirements for the Department of Commerce to Move to "Green" in Status

On the PMA Human Capital Initiative executive scorecard, OMB noted that the Department of Commerce will be eligible to move to green in status in Q1 FY 2007. This statement is contingent upon the Department-wide implementation of the multi-tier performance appraisal system in October 2006, earning a score of at least 80% on the Performance Appraisal Assessment Tool, producing the key results for the Proud to Be III, and submitting business case analyses to demonstrate measurable results in meeting and/or exceeding each of the components of the 8 standards for success used by OMB and OPM for scoring.

#### OMB and OPM Human Capital Initiative Standards and Scoring

##### **Comprehensive human capital plan**

- X developed, etc. Q3/02
- X results analyzed & used Q3/03

##### **Organizational structures**

- X current structure analyzed and restructuring begun Q3/02
- X structure optimized & addressing future challenges Q4/04

##### **Succession strategies**

- X implemented Q2/03
- X continuously updated talent pool assured Q4/03

##### **Performance appraisal plans adhere to merit system principles, etc.**

- X SES & mgrs. Q1/03
- 60%+ of agency Commerce continues to implement the new Department-wide multi-tier performance appraisal system. Last quarter, the new system was launched in BIS, ESA, ITA, MBDA, NIST, NTIA, NTIS, and the Office of the Secretary. Census headquarters has successfully completed the collective bargaining process and NOAA continues to make progress in the collective bargaining process in order to implement a multi-tier system across 60% of the Department's FTEs by October 2006.
- beta site completed OPM used the Performance Appraisal Assessment Tool to provide an initial assessment of the performance appraisal system in the Commerce beta site, OS. The criteria includes: showing evidence that clear expectations are communicated to employees and rating and awards data demonstrate that managers effectively planned monitored, developed, and appraised employee performance.

##### **Under representation**

- X implemented strategies to address Q3/03
- X reduced & established process to sustain diversity Q4/04

##### **Skill gaps**

- X workforce planning system implemented Q3/03
- X identify and set competency targets Q4/05
- X significant reduction in mission critical gaps Q1/05
- met competency gap targets (ongoing) Commerce is taking measures to demonstrate results in closing skill gaps for the workforce in the areas of leadership, HR, IT, and the mission-critical occupations. Some of the actions taken to close skill gaps include: hiring persons with the skills, training the existing workforce, and restructuring the workforce using HR flexibilities such as VERA/VSIP authorities.

##### **Hiring timelines reduced**

- X collects data & sets standard Q1/04
- X on track to meet goals Q1/05

##### **Accountability system and reviews**

- X system developed Q4/02
- X conducts reviews and takes corrective action Q3/03
- provided annual report In partnership with OPM, Commerce trained 27 HR Specialists to perform audit activities Department-wide in order to meet the Proud to Be III goal for accountability. During FY 2006, Commerce will conduct audits of the human resources operations and merit-compliance in FCS, NOAA Corps, OIG, ITA, NOAA Boulder, and PTO. Additionally, the work continues to make improvements based upon the results of the Q4 FY 2005 joint audit of the bureaus conducted by OPM and Commerce. The first HR Performance Measurement Survey (to measure customer satisfaction) was conducted in Dec. 2005 and the next deployment will be summer of 2006. The results are analyzed and reported at the bureau-level.





## MANAGEMENT DISCUSSION AND ANALYSIS

STATUS ●

### Strategic Management of Human Capital

● PROGRESS

**A**s part of its ongoing efforts to ensure that it has the right people in the right jobs at the right time, the Department has:

- ◆ Adopted a new automated hiring tool that provides automatic notification of vacancy announcements to more than 65 organizations with diverse affiliations.
- ◆ Streamlined staffing processes and procedures to reduce average hiring cycle time from 146 days in fiscal year (FY) 2001 to 31 days in FY 2004.
- ◆ Provided training and development opportunities for 100 employees enrolled in the Senior Executive Service (SES) Candidate Development Program, the Executive Leadership Development Program, and the Aspiring Leaders Development Program (ALDP). These programs include competency assessment, formal classroom training, developmental assignments, seminars, and mentors for employees at the GS-9 through GS-15 and equivalent levels.
- ◆ Launched a new skill-based Administrative Professional Certificate Program for employees at the GS-2 through GS-8 and equivalent levels. More than 120 employees are enrolled in this program.
- ◆ Offered more than 1,200 competency-based online training courses, available whenever needed at the desktops of more than 38,000 users.
- ◆ Launched a pilot for the Commerce Career Counseling Program to provide individual counseling sessions and workshops on topics such as resume-writing and interviewing skills.
- ◆ Reduced overall turnover rate from 7.28 percent in FY 2001 to 4.36 percent in FY 2004.



#### STRATEGIC MANAGEMENT OF HUMAN CAPITAL: PLACEMENT AND DEVELOPMENT PROGRAMS

##### Special Development Program Helps Ensure Leadership for Tomorrow



**I**n the fall of 2004, Commerce began a two-year Aspiring Leaders Development Program (ALDP) for high potential employees in the GS-9 through GS-12 or equivalent grade levels. This program is intended to develop individuals for leadership positions in occupations where high attrition among managers and executives is expected over the next several years. Throughout the course of the program, ALDP participants, who were selected through a highly competitive process, receive intensive training to enhance their leadership potential. In addition to coursework focused on leadership, the training involves one-on-one interviews with successful leaders throughout the Department, short-term assignments targeting the development of particular skills, and shadowing effective leaders as they go about their work.

One of the candidates in this year's ALDP class is Fatimot Ladipo. Fatimot joined the Department in June 2004 as a management analyst, coming to the Department from

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## MANAGEMENT DISCUSSION AND ANALYSIS

the office of Georgia's lieutenant governor in Atlanta. Although not yet through her first year in the program, Fatimot has already found her experiences to be very rewarding. "I really enjoyed conducting interviews with managers," she says, "you learn so much about the important work going on throughout the Department. The interviews gave me a much broader understanding of the mission of the Department and the scope of the work done." Fatimot recently completed a detail to the Census Bureau, where she did research in support of outreach efforts to allow nonprofit organizations better access to Census data.

Summing up her experiences thus far Fatimot notes, "In addition to helping me identify competency areas that I want to target for improvement, participating in the ALDP has really given me insight into how leaders think, and provided me invaluable opportunities to network with individuals with a more global perspective than I previously had."

### Post-Secondary Internship and SCEP Programs Bring Department New Talent

Sydia Lopez, originally from the Los Angeles area, first came to work at the Department in June 2004 while she was a graduate student at the University of Southern California. Her appointment was made possible through one of the post-secondary internship programs the Department uses to hire promising candidates, the Hispanic Association of Colleges and Universities program. This program provides students opportunities to experience federal jobs during the summer or for a semester during their school year. During her internship, Sydia was converted to a student appointment through the Student Career Experience Program (SCEP). SCEP is a federal program that enables the Department to hire students into developmental positions in order to address its future hiring needs. Participants who complete the program can become permanent federal employees without further job competition. Once Sydia completed her masters degree in Public Policy in May 2005, she was converted to the federal competitive service, where she is now working as a human resources specialist in the Office of the Secretary's Office of Human Resources Management.



Sydia is very positive about the programs that made her aware of the opportunities within the Department of Commerce available to bright students like herself. "If I hadn't gotten the internship and had the opportunity to work for the federal government in Washington, I probably would have stayed in California, and perhaps worked for local government. But I found that a federal job at Commerce offered so much of what I was looking for in a career—an appropriate balance of the factors I value. I also realized that these programs had eased the transition from college to a permanent job—while my friends were still looking for work right before graduating, I already knew I'd be leaving for a great job in a very supportive environment."

Using these employment programs, the Department has been able to access intelligent, enthusiastic employees like Sydia who otherwise might have been missed in a very competitive market for talented workers.